

To: Yeh, Alice[Yeh.Alice@epa.gov]
From: Juan_Somoano@oxy.com
Sent: Fri 2/24/2017 11:42:27 PM
Subject: Re: Gantt chart schedule

I'll go ahead and post the position for a full-time scheduler now!

I understand many of the comments you are referencing and it may simply be a matter of timing to address many. I am very familiar with the needs and benefits your team has outlined, though as we've discussed, perhaps a bit career-weary of the often speculative assumptions and resulting re-work that occurs if we get too far ahead of ourselves with this specific tool. Regardless, I am sure we will avoid those pitfalls with such expertise and experience that we have participating. I like the idea of a call with you and Beth first.

For what it's worth as an initial response, I did assume much of the detail on future tasks (such as the PDI and its implementation) would start to take form organically and perhaps look similar to the examples you've described. Much of the higher resolution task development and forecast is in fact under development with various work plan modules; all tantalizingly calendar-close I acknowledge, yet still nearly a whopping 3 months out for us on the master PDI WP deliverable and Site Selection Plan, and a little longer for Treatability Study WP(s), which in the recent timeframe for GSH involvement feels like a lifetime to establish additional detail in an efficient, well-considered process. Regardless, I certainly respect the different scale of planning various team members may crave as this evolves from an administrative schedule to a technical implementation schedule. We will all ultimately require communicating greater detail in some form for implementation, transparency and coordination. I look forward to discussion to see what makes sense at this time.

As always, thanks for openness to discuss to-date, as well as the thoughtfulness behind the input below to push this towards the functionality described.

For a call, Wednesday may be good aside from the PS call-time since I may be able to grab the Tetra Tech scheduler in person while in NJ. Our standing call time on Thursday works as well or any time following that afternoon, if Beth is available then and it is more convenient. I am generally open Friday too. Feels free to send an outlook invite or forward our Thursday call to Beth.

Have a good weekend!

Juan

On Feb 24, 2017, at 4:16 PM, Yeh, Alice <Yeh.Alice@epa.gov<mailto:Yeh.Alice@epa.gov>> wrote:

I have comments from my team about the Gantt chart, and it is obvious that from the point of view of those people who use Gantt charts, this simplified, 30,000 foot view of things is not useful. And looking at it, even I (as someone who doesn't use them) can see that this Gantt chart is not much of an improvement over the table in the SOW.

I think we need to think of this Gantt chart as a way to help us understand the sequencing of tasks that needs to be done in order to achieve the deliverables listed in the SOW. For example, all of the sampling in the PDI needs to be planned out, so that water quality sampling isn't done at the same time as sediment sampling, in case sediment sampling causes so much resuspension that it fouls the water samples. Also, some of the biota sampling may need to be done over multiple seasons to get robust data, while sediment sampling might be able to occur all at once (now I'm making things up, just to give examples). I understand that Tetra Tech might not have this level of detail planned out yet, but it will have to happen soon, since the schedule seems to say that the PDI will start in July 2017.

As to the deliverables themselves, it looks like they might benefit from some more detail too. For example, the PDI WP in Lines 29-33 might need to be broken down into the following:

Line 29 Pre-Design Investigation WP - header (keep)

Line 30 - Change to "Draft PDI WP Preparation"

New Line - "Submit Draft PDI WP to EPA" - this is 0 day milestone

Line 31 - EPA Review of Draft PDI WP

New Line - "Prepare Draft PDI WP RTC" (if applicable)

New Line - "EPA Review of Draft PDI WP RTC" (if applicable)

New Line - "Prepare Revised (Final) PDI WP" (this is the prep time)

New Line - "EPA Back Check of Final PDI WP"

Line 33 - EPA Approval of PDI WP

This way, we each know exactly what the other is doing and when. Also, as a matter of organization, I gather that the document or activity name should be in each task: for e.g., Line 31 should say "EPA Review of Draft PDI WP" and not just "EPA Review", so that if the schedule is in Gantt form and any sorting or analysis is done such that lines are separated from their header row, there will still be a way to know what activity it belongs to. As a final word on organization, there are some on my team who would like to see the column that indicates task logic (predecessor, successor task relationships), unless you were thinking that you would just provide the schedule in MS Project format in the future, in which case they will be able to manipulate it directly.

I realize that this may not be in the spirit of what we discussed right before you submitted this Gantt schedule – I still think that too much detail makes a schedule too unwieldy, but this version may have gone too far the other (simplistic) way. I think it was good to have started with this submittal – it might be easier to put more detail in in steps, so that we don't go too far with too many details.

Let's think about the best way to proceed on this – Beth Franklin is my expert on Gantt charts – I'm wondering if the 2 of us should just call you (and maybe your Gantt chart expert) to talk about next steps.